



2019 Northwell Health *Workforce Engagement* Survey Results

Career Experience

Report Contents *Analyzing Career Experience*



*Career
Experience
Journey*



Key Definitions
and Terms



National
Benchmarking



Item Level
Trending



*Career
Framework*

Clear on the criteria
by which I can be
evaluated for career
advancement/
opportunity



*Internal
Mobility*

Northwell Health
provides career
development
opportunities



*Career
Conversations*

The person I
report to assists
me with ways to
develop my
career/ improve
my performance



*Talent
Assessment*

Growth and
Development
Domain by
participation and
by 9 box rating



*Onboarding
Experience*

All items analysis for
new team members
(tenure)

Analyzing *Career Experience*



Growth and Development Domain Items

- Northwell Health provides career development opportunities.
- The person I report to assists me with ways to develop my career.
- The person I report to assists me with ways to improve my performance.
- I am clear on the criteria by which I can be evaluated for career advancement/opportunity.
- I have opportunities to innovate within my role.



Filters

- | | |
|------------|---------------------------------------------------------------|
| • Position | • Tenure |
| • Entity | • Generation |
| • Race | • Union Representation Status (in score for career framework) |
| • Gender | • Talent Assessment Participation/Rating |

Analyzing *Career Experience*

Northwell Health provides career development opportunities.

I have opportunities to innovate within my role.

The person I report to assists me w/ ways to develop my career.

The person I report to assists me w/ ways to improve my performance.

I am clear on the criteria by which I can be evaluated for career advancement/opportunity.

National Benchmarking	2018 History	2017 History
Yes	Yes	Yes
No	No	No
No	Yes	Yes
No	Yes	Yes
No	Yes	No

Score

- Average of responses
- 1-5 Agree scale
 1. Strongly Disagree
 2. Disagree
 3. Neutral
 4. Agree
 5. Strongly Agree

Percent

Percentage of employees who select the specific ratings:

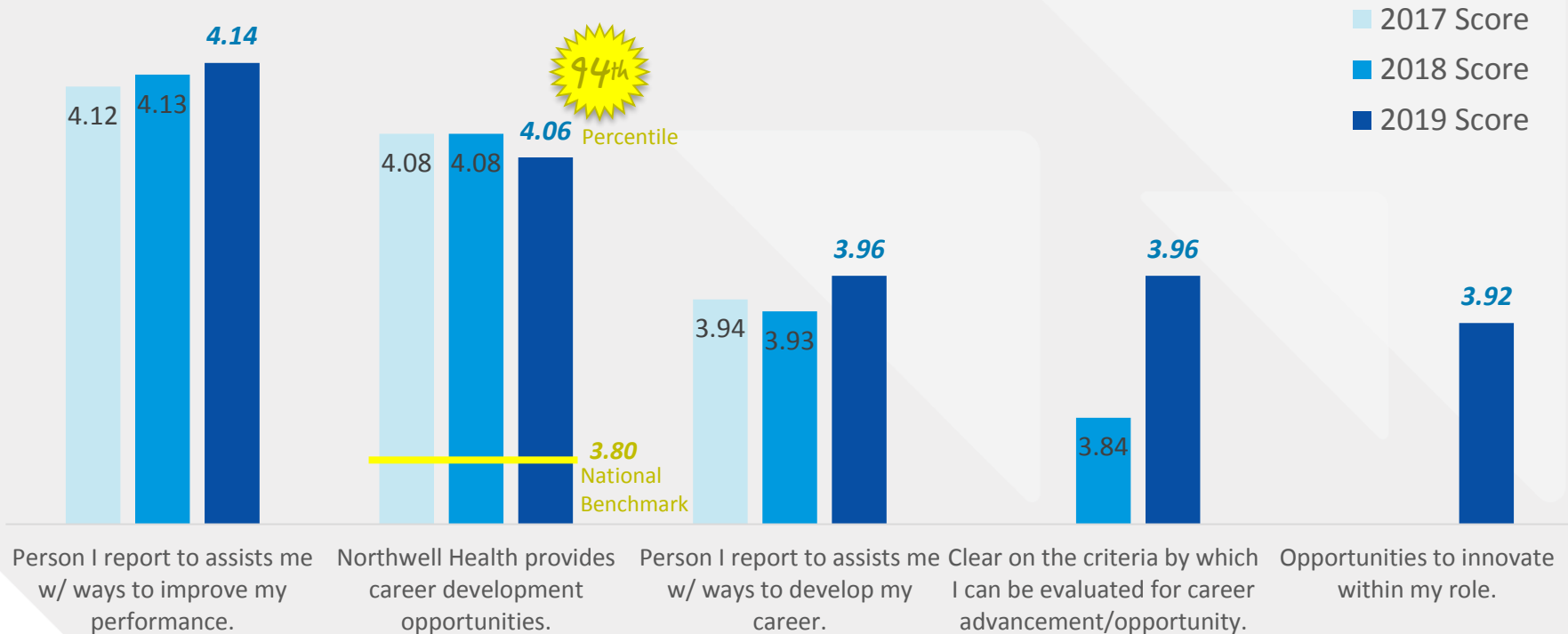
- Percent Favorable:
Agree & Strongly Agree
- Percent Unfavorable:
Agree & Strongly Agree

Percentile Rank

The percentage of organizations that we score better than is our percentile rank

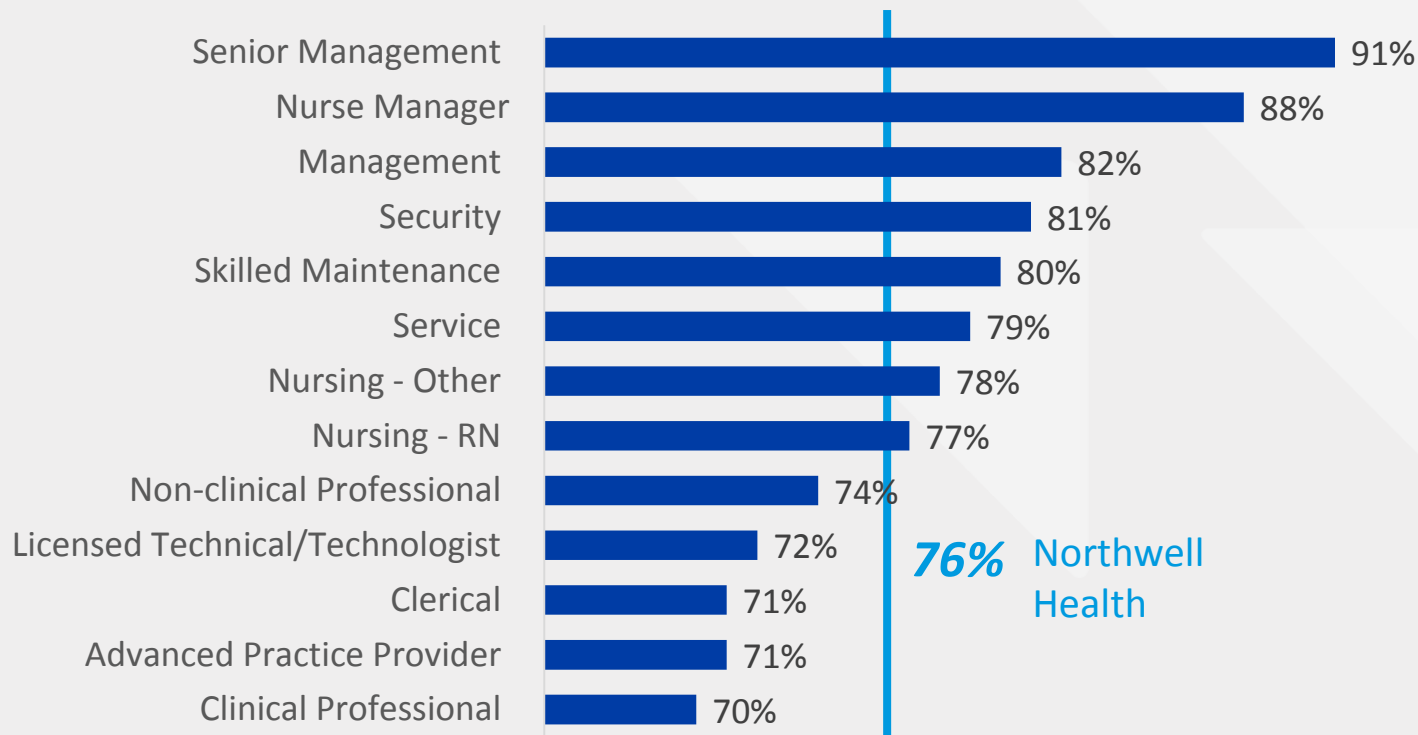
Analyzing *Career Experience*

Northwell annual score item level trend and national benchmarking



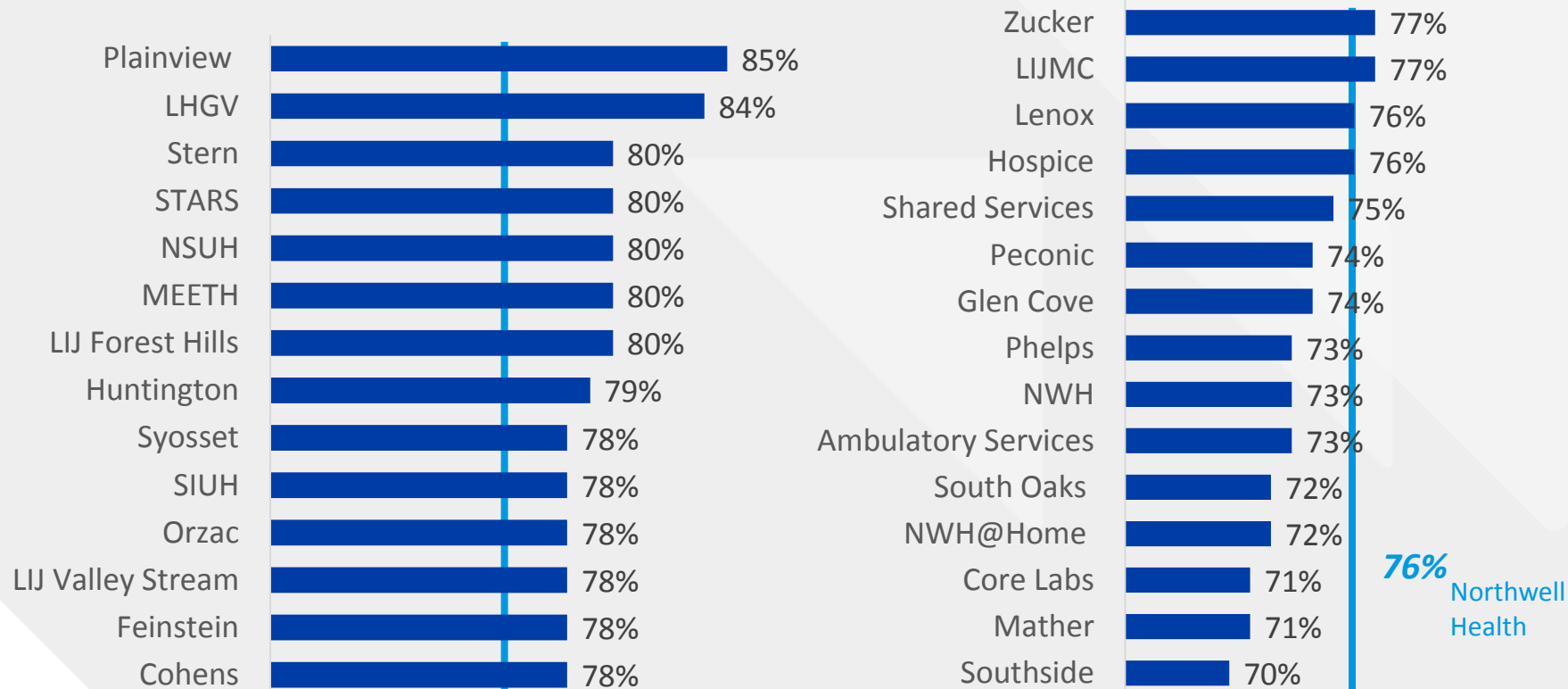
Analyzing *Career Experience by Position*

Northwell Growth and Development Domain Performance- 2019 % Favorable



Analyzing *Career Experience by Entity*

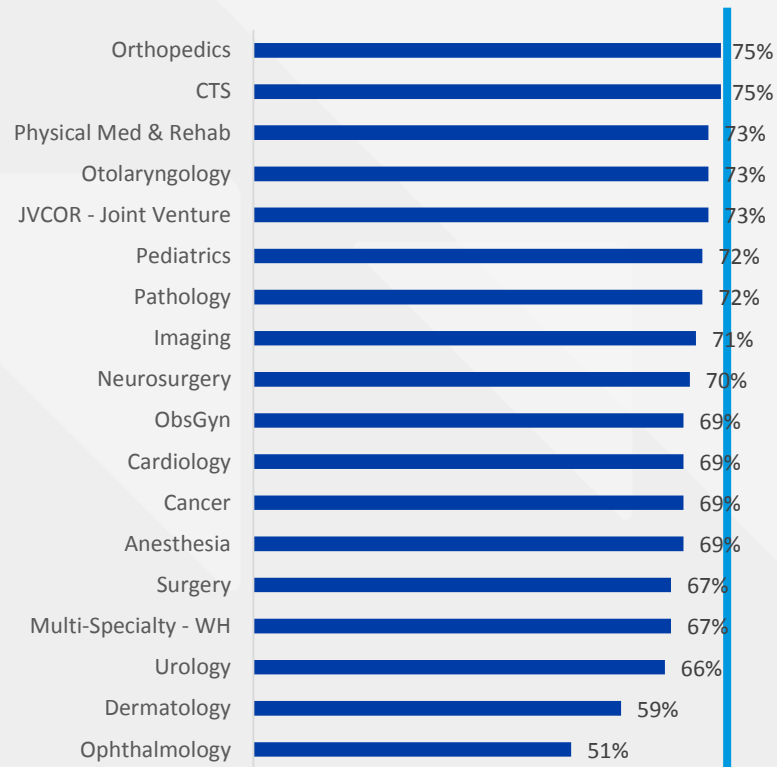
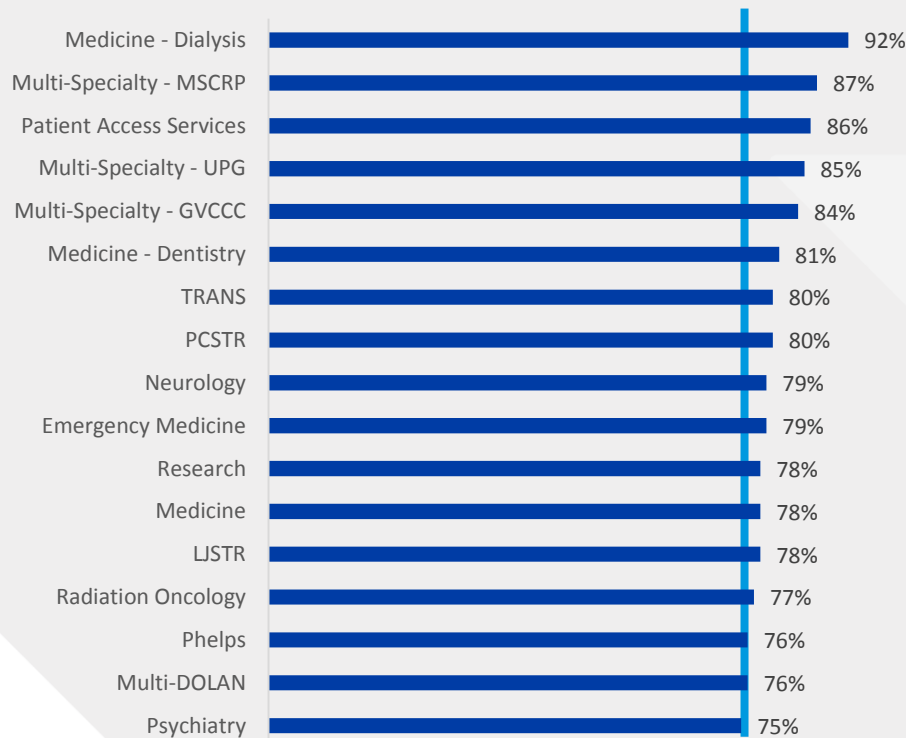
Northwell Growth and Development Domain Performance- 2019 % Favorable



Analyzing *Career Experience by Service Line*

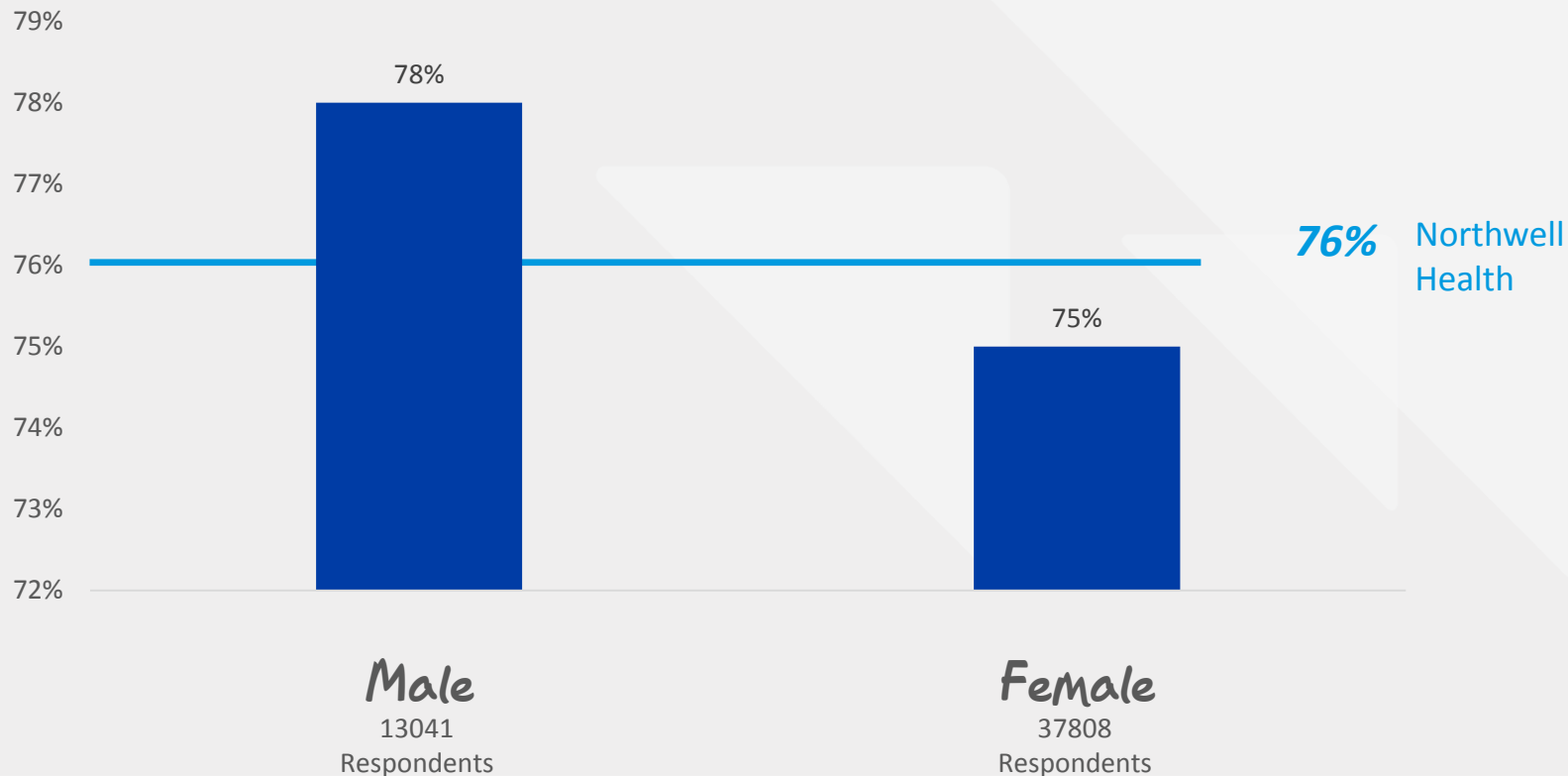
Northwell Growth and Development Domain Performance- 2019 % Favorable

76% Northwell
Health



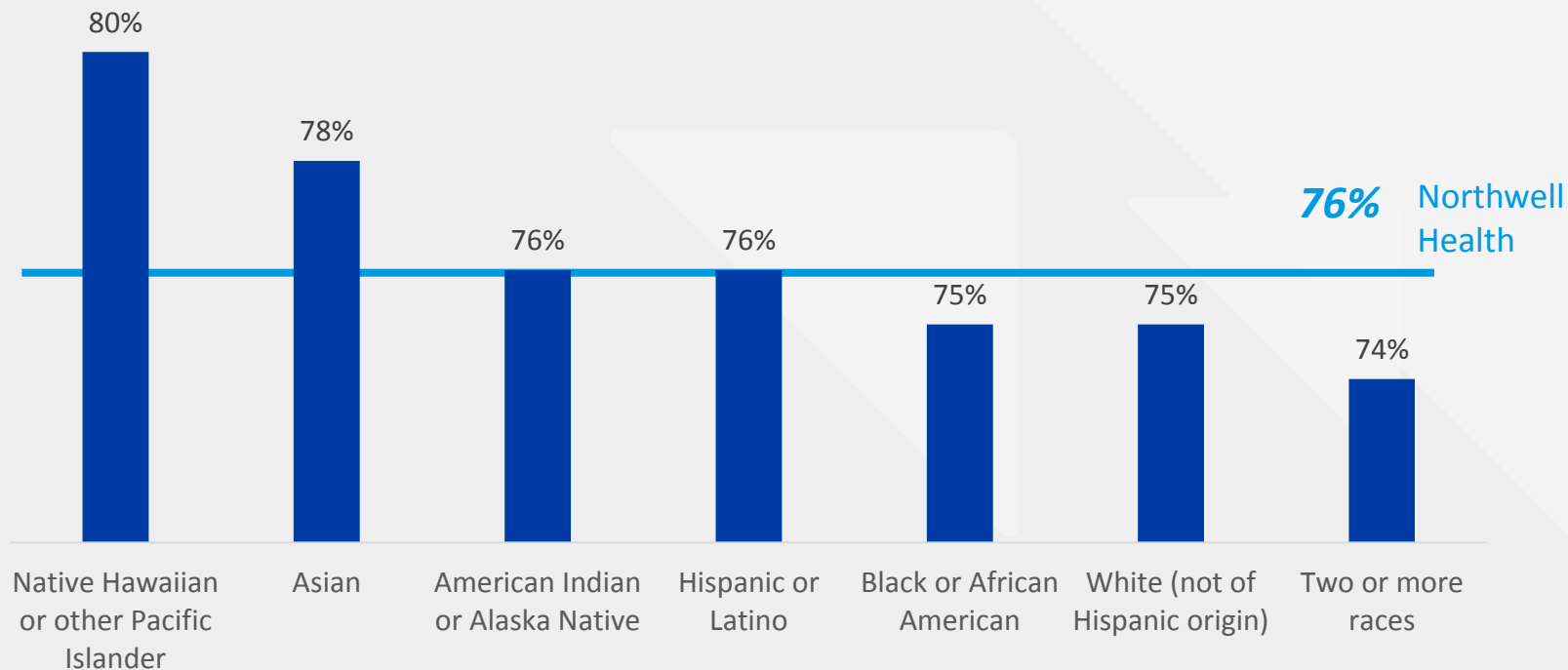
Analyzing *Career Experience by Gender*

Northwell Growth and Development Domain Performance- 2019 % Favorable



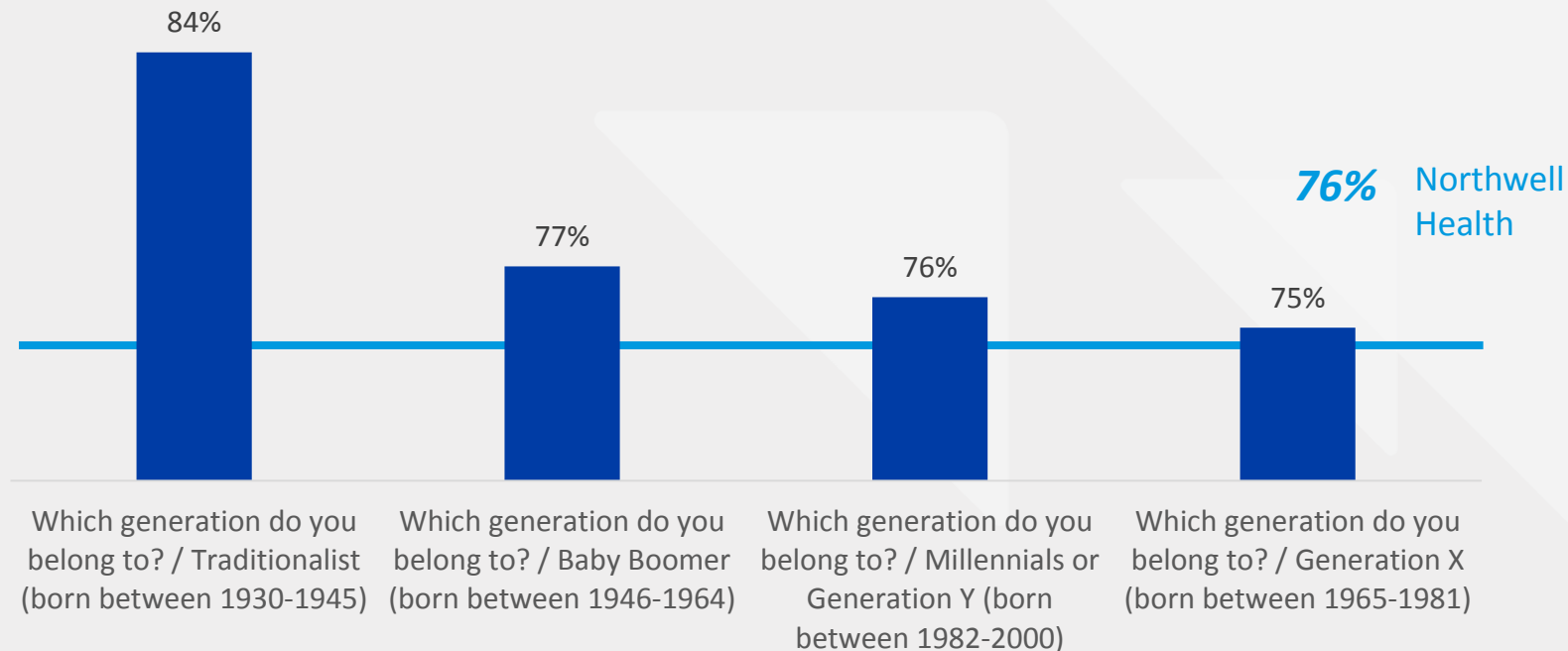
Analyzing *Career Experience by Race*

Northwell Growth and Development Domain Performance- 2019 % Favorable



Analyzing *Career Experience by Generation*

Northwell Growth and Development Domain Performance- 2019 % Favorable

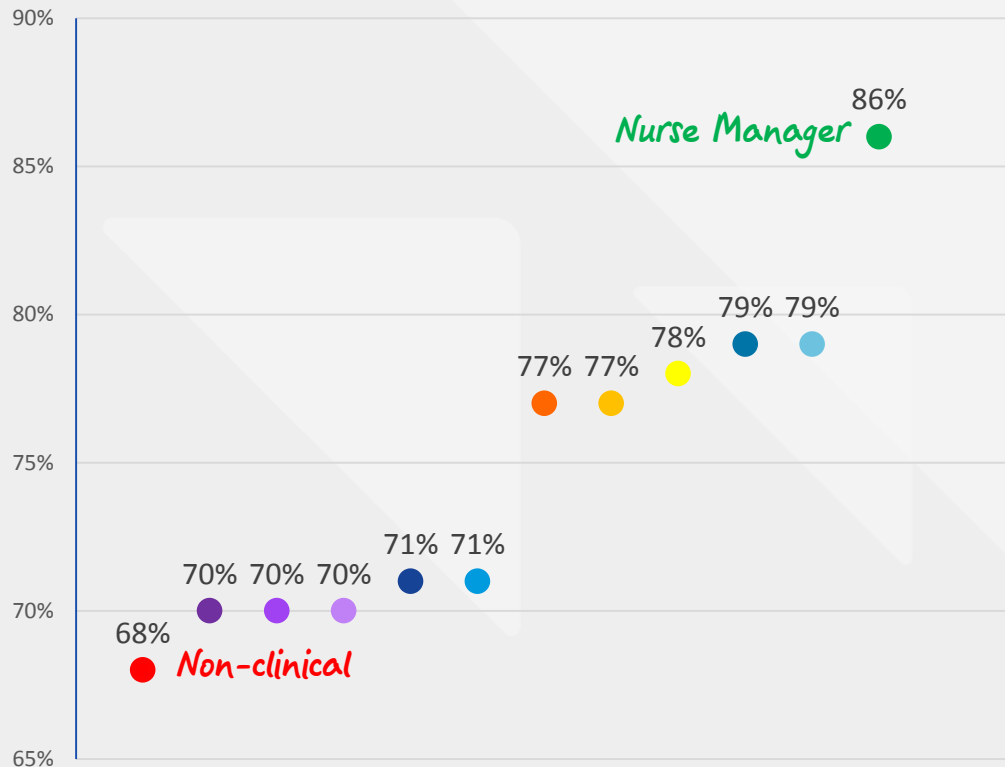


Career Framework

I am clear on the criteria by which I can be evaluated for career advancement/opportunity

2019 Percent favorable by position

86%	Nurse Manager
79%	Nursing - Other
79%	Security
78%	Nursing - RN
77%	Mgmt- Director & Below
77%	Service
71%	Licensed Tech/Technologist
71%	Clerical
70%	Advanced Practice Provider
70%	Clinical Professional
70%	Skilled Maintenance
68%	Non-clinical Professional

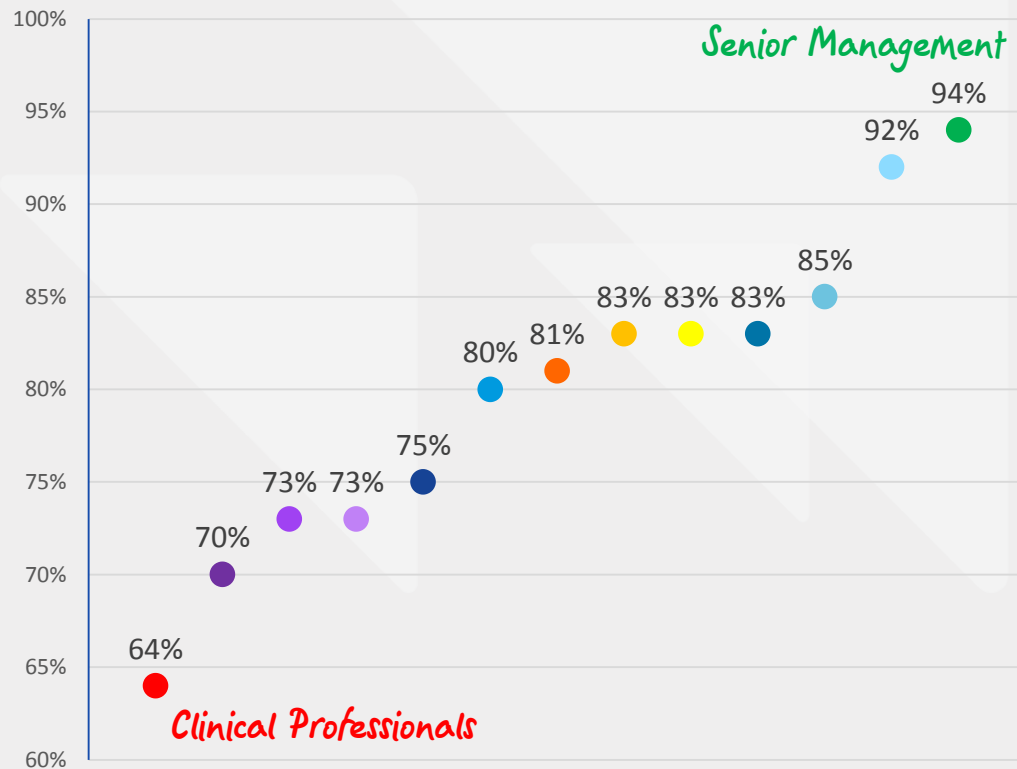


Internal Mobility

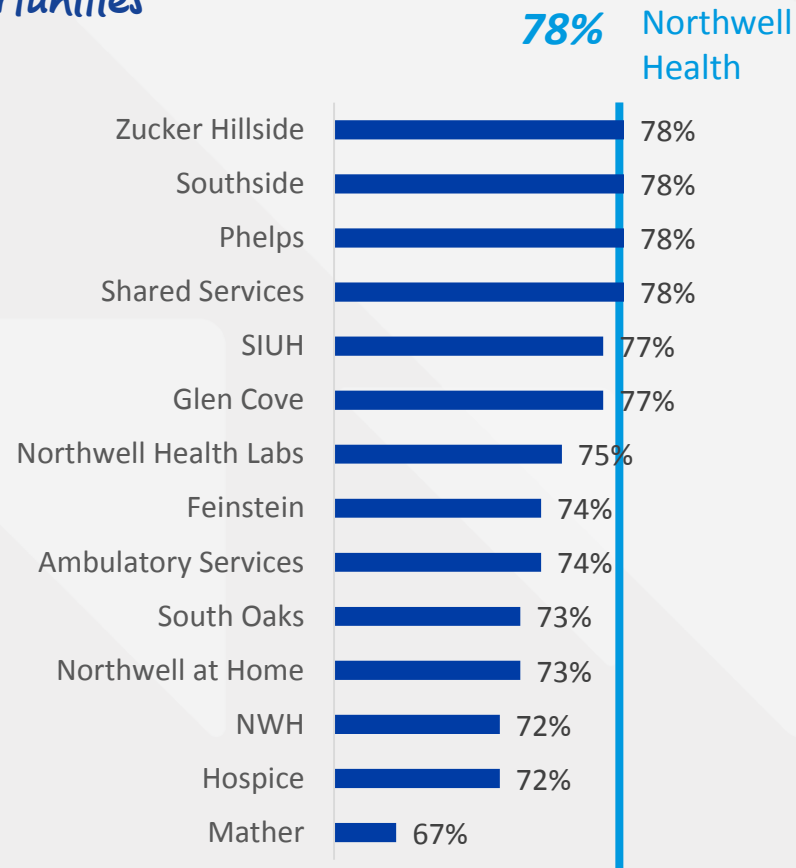
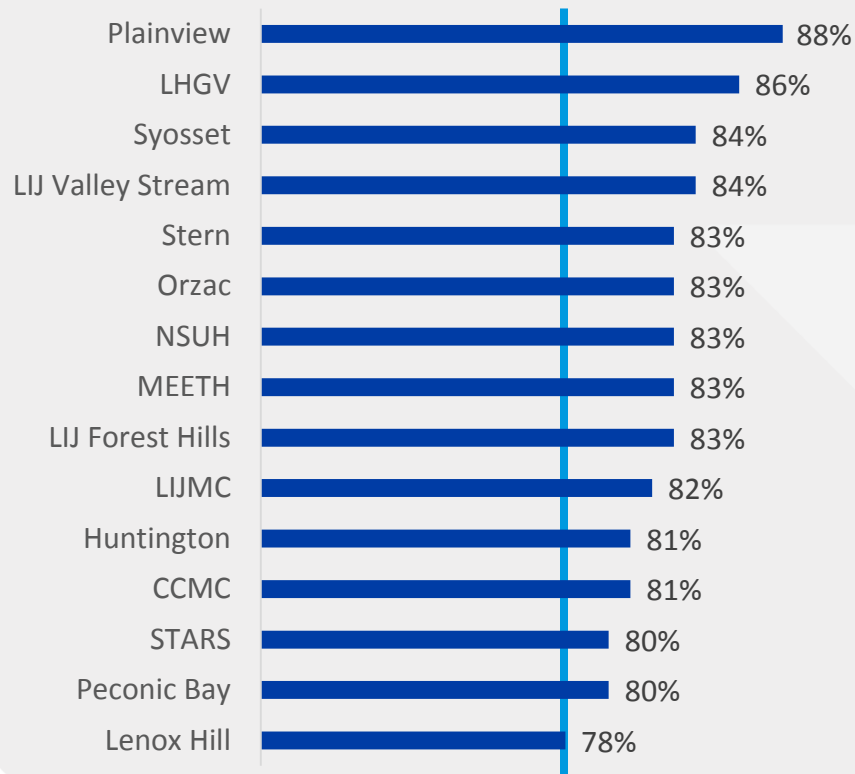
Northwell Health provides career development opportunities

2019 Percent favorable by position

94%	● Senior Management
92%	● Nurse Manager
85%	● Service
83%	● Management
83%	● Nursing - Other
83%	● Security
81%	● Nursing – RN
80%	● Skilled Maintenance
75%	● Clerical
73%	● Non-clinical Professional
73%	● Licensed Tech/Technologist
70%	● Advanced Practice Provider
64%	● Clinical Professional



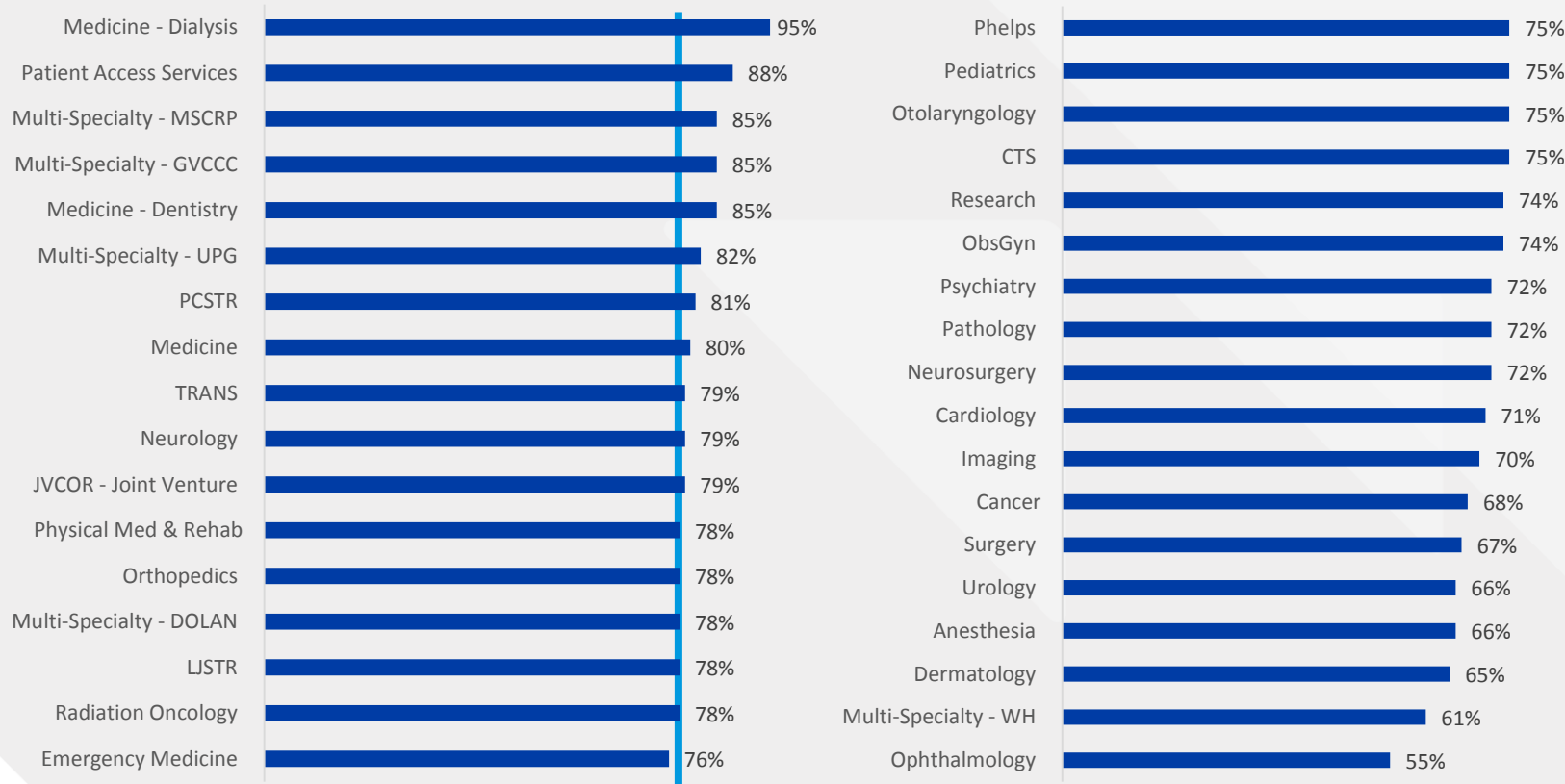
Northwell Health provides career *development opportunities*
2019 Percent favorable by site



Northwell Health provides career development opportunities

2019 Percent favorable by service line

78% Northwell Health

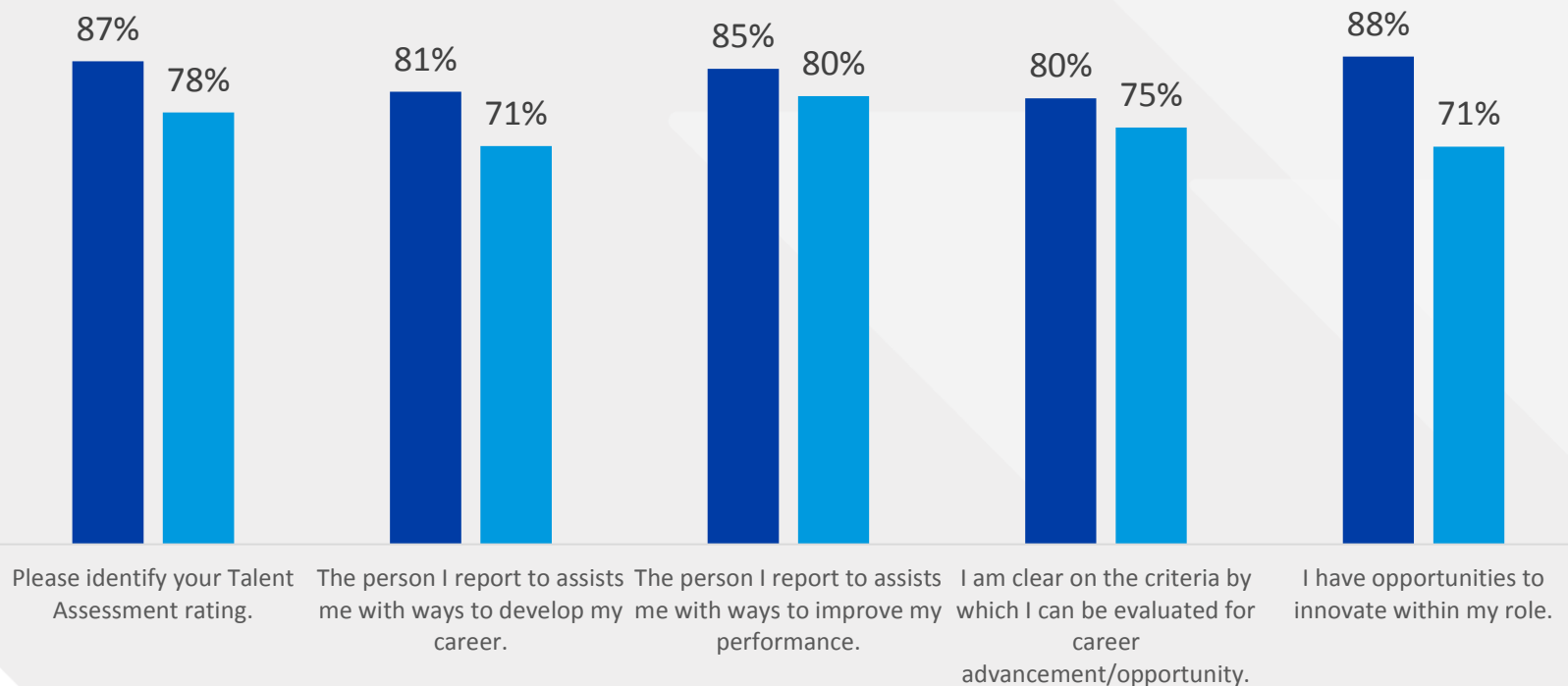


Talent Assessment Participants' Perceptions of Career Experience Items

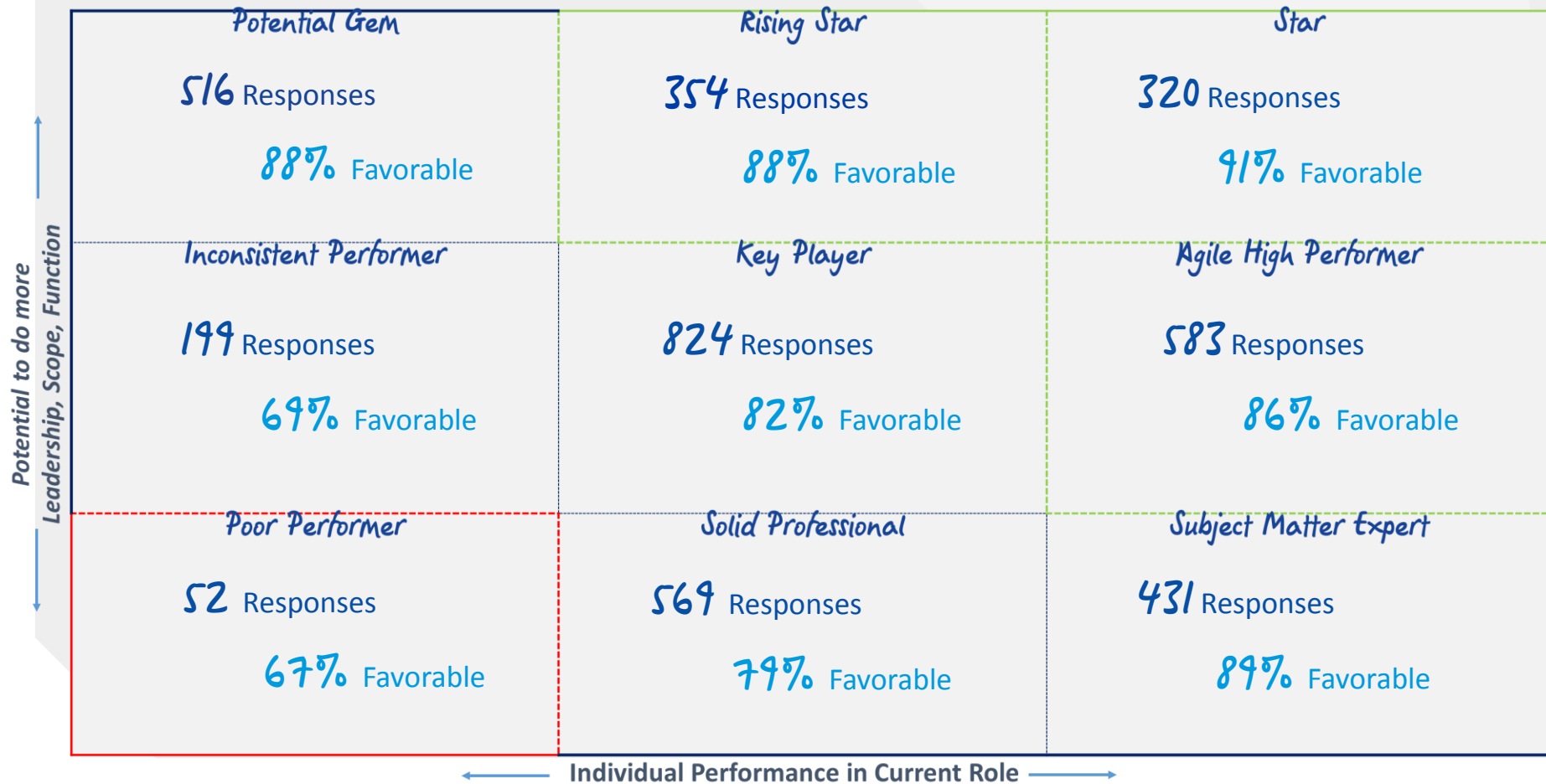
2019 % Favorable

■ Yes Talent % Fav

■ No Talent % Fav

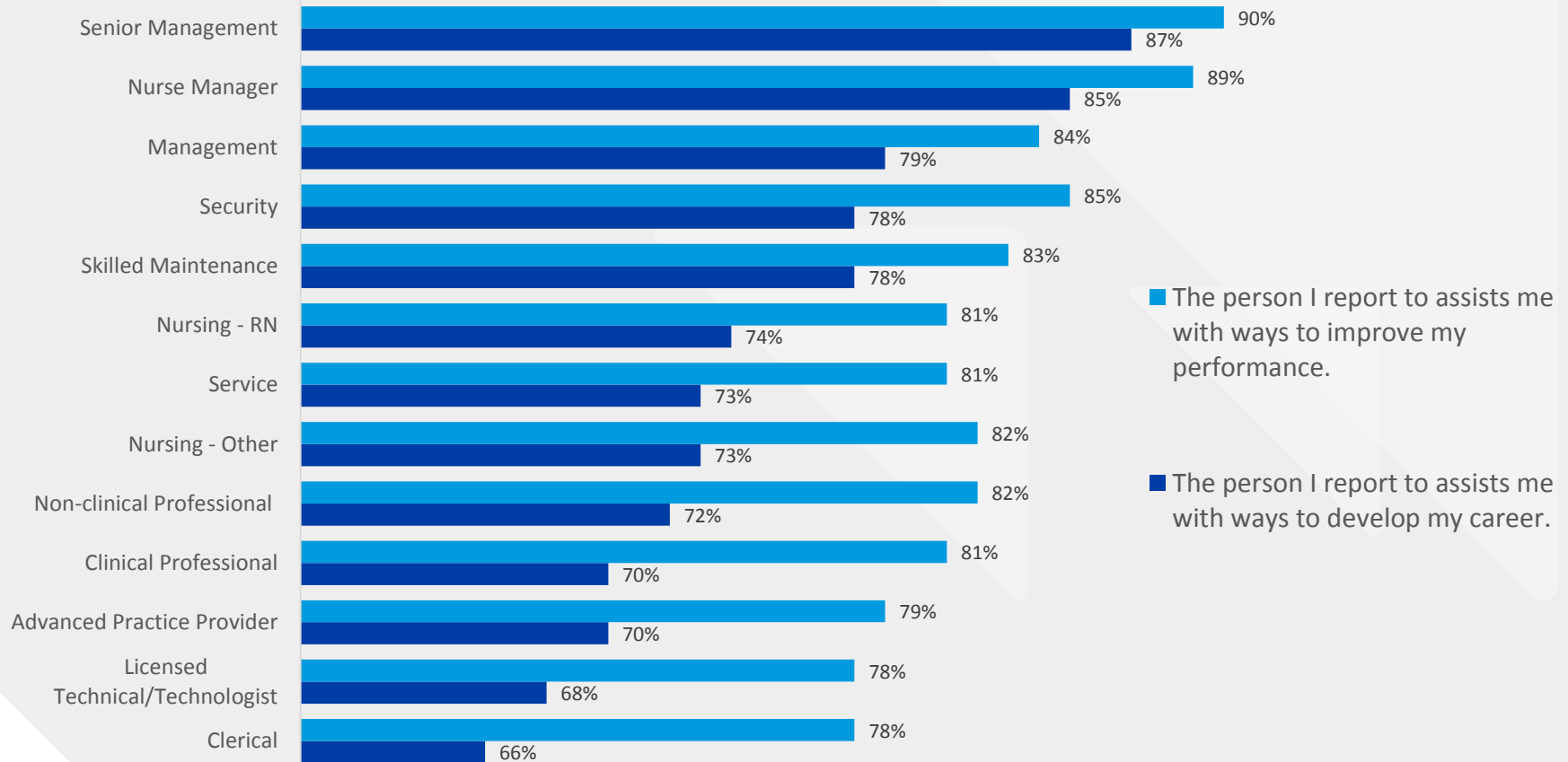


Analyzing *Career Experience* by Talent Assessment Ratings



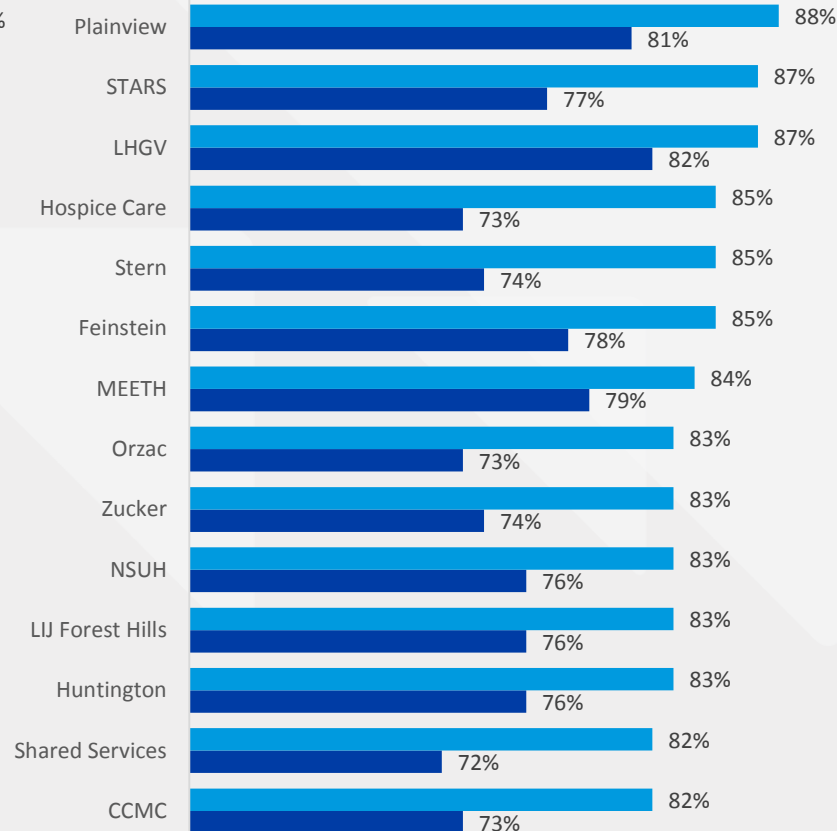
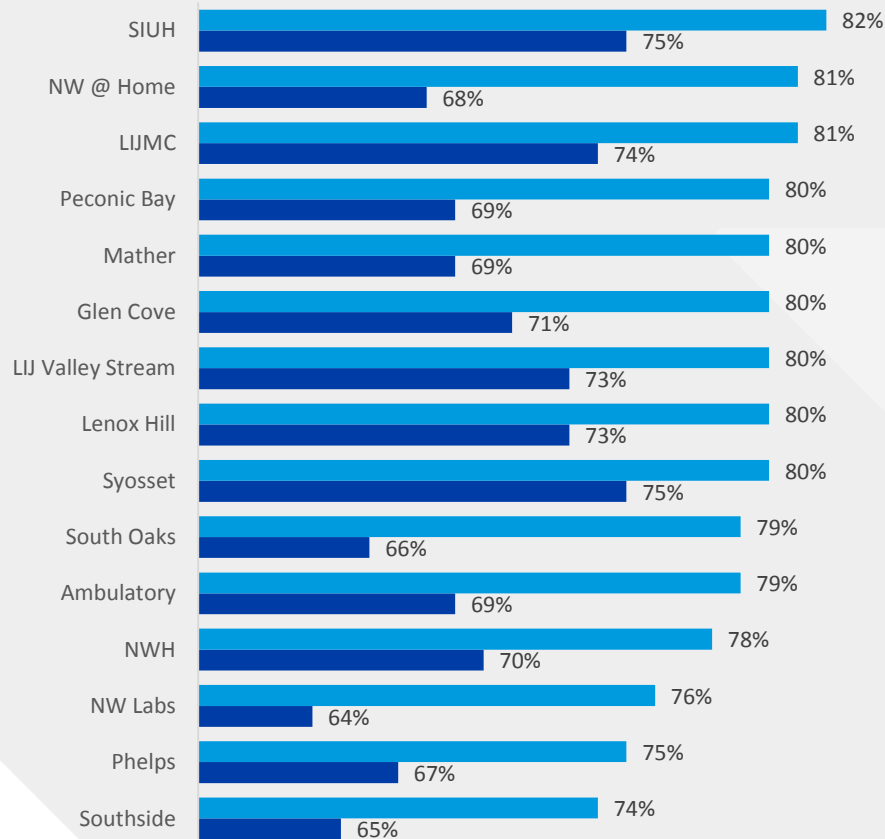
Career Conversations

Perceptions by Position 2019 Percent favorable



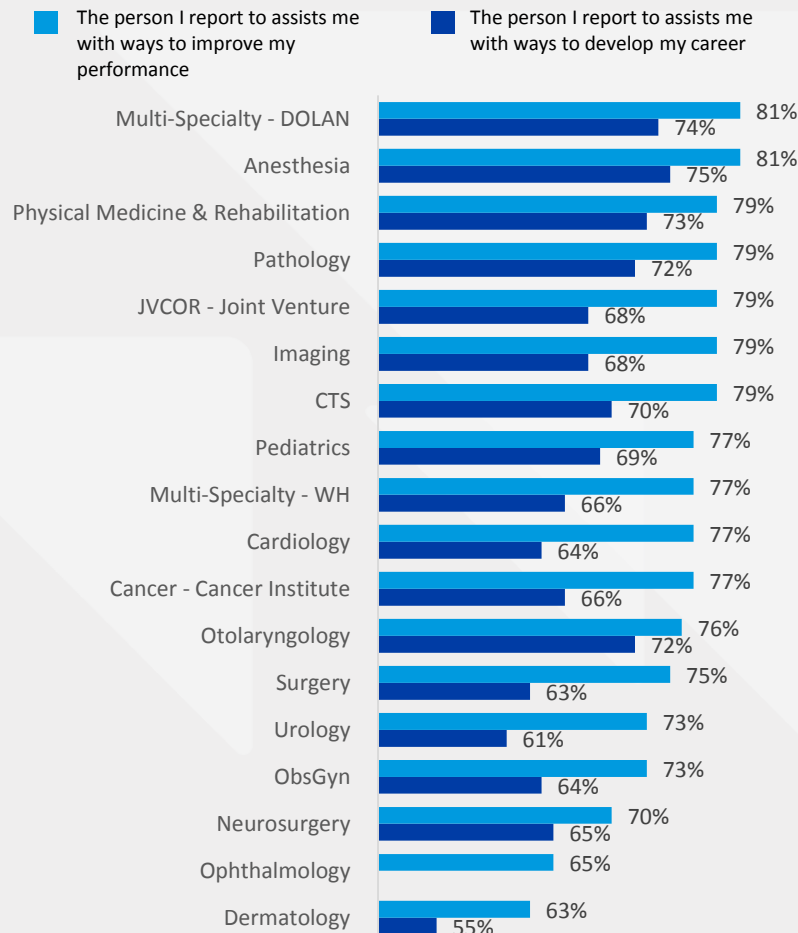
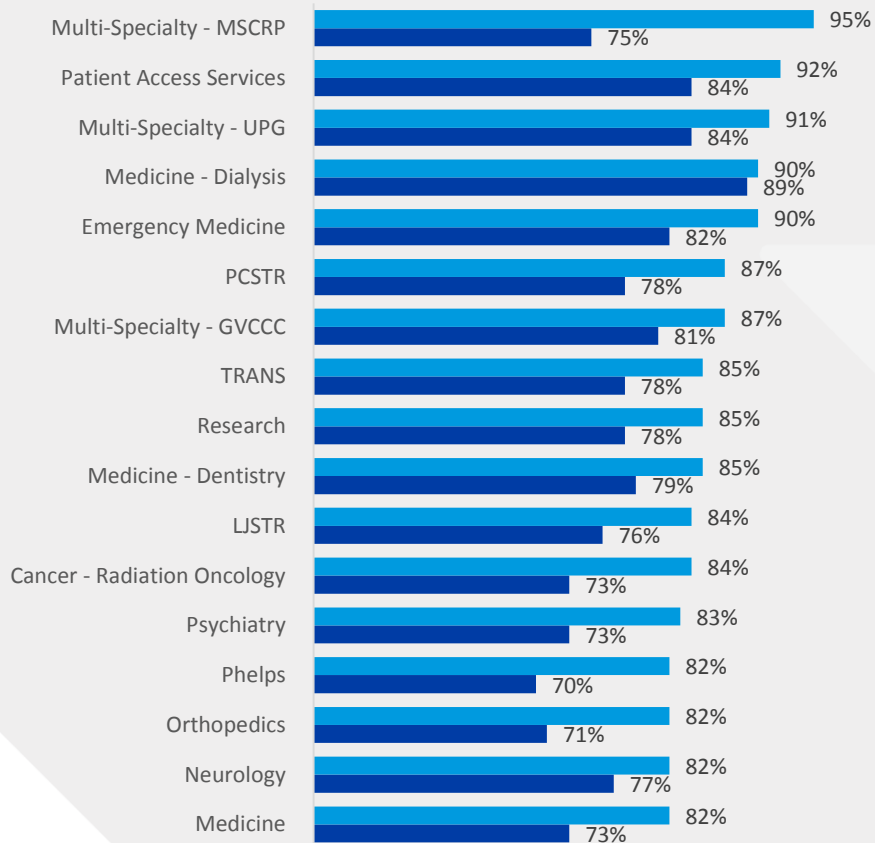
Perceptions by Entity 2019 Percent favorable

■ The person I report to assists me with ways to improve my performance
■ The person I report to assists me with ways to develop my career



Perceptions by Service Line

2019 Percent favorable



Onboarding

Onboarding Stats

*Includes hires between 1/1/2019 and 10/31/2019.

10,111 new hires

Average age is 33 years old

Generation	Percent of Hires in Generation	Number of Hires
Silent 1925-1945	0%	6
Boomers 1946-1964	7%	693
Gen X 1965-1980	19%	1,901
Gen Y 1981-1998	72%	7,288
Gen Z 1999-2019	2%	223

Analyzing *Perceptions over time*

Examining high performing items for newly onboarded team members- 2019 % Favorable

	<i>Less than 6 Months</i>	<i>6 to 12 months</i>	<i>1 to 2 years</i>	<i>3 years or more</i>	<i>Change 6M to 3 years</i>
I understand the connection between my work priorities and the goals of this entity.	96	95	93	93	-3
I respect the abilities of the person to whom I report.	95	91	90	87*	-8
Northwell Health values employees from different backgrounds.	95	92	91	89	-6
I like the work I do.	93	91	91	93	-
This entity makes every effort to deliver safe, error-free care to patients.**	94	90	90	88	-6
I am proud to tell people I work for this entity.**	94	90	89	88	-6

*drops down to the 12th most favorably scoring item

** top 5 item only for the less than 6 months group

Analyzing *Perceptions over time*

Examining low performing items for newly onboarded team members- 2019 % Favorable

	<i>Less than 6 Months</i>	<i>6 to 12 months</i>	<i>1 to 2 years</i>	<i>3 years or more</i>	<i>Change 6M to 3 years</i>
Communication between work units is effective in this organization.	78	70	68	66	-12
Communication between physicians, ACPs, nurses, and other medical personnel is good in this organization.	76	69	68	68	-8
The amount of job stress I feel is reasonable.	70	61	59	59	-11
My work unit is adequately staffed.	64	56	53	55	-9
I am involved in decisions that affect my work.*	78	73	71	72	-6
I am satisfied with the recognition I receive for doing a good job.**	82	73	70	68	-14

*bottom 5 performing in the first 6 months, stays low and declines over time

** not a low performing item initially, drops off significantly after 6 month mark

We're made for *this*